



STATEMENT  
BY  
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TO THE UNITED NATIONS

AT

*Item 25 (a): “Quadrennial comprehensive policy review of operational activities for development of the United Nations system”*

15 October 2012

Mr. Chairman,

We have aligned with the statement delivered earlier by the European Union. I will say a few remarks on national capacity.

Many efforts and a lot of hard work have been invested in the preparation to the QCPR and much has been said about the expected outcome. I wish at this stage to convey our special thanks to the many stakeholders, the member states, the UNDESA, UN agencies Headquarters, academics, consultants, evaluators, for their efforts to inform and clarify various issues linked to this discussion on the Policy Review of the operational activities of the UN. The moment is to come up and formulate policy directives, the legislation that will guide the system for the next four years. Let me also thank the Secretary General for his reports on “Quadrennial comprehensive policy review of operational activities for development of the United Nations system” and on the “Analysis of funding of operational activities for development of the United Nations system for 2010”.

Mr. Chairman,

Albania considers the UN as the prominent international organization and the legitimate one to deal with the development agenda. It sets standards and assists countries to make them their own, domestically. For the UN to hold that place in the international arena, with a growing number of players and increasing different development challenges, it must raise the stake higher with regard to the operational activities for development with effectiveness, coherence and sustainable impact and results.

We have said it before and I wish to reiterate it now: an overly fragmented and sometimes cumbersome UN at the country level is not the response to the

reality check and to the development needs; the national governments rightly seek enhancement of coordination so that activities on the ground be result oriented, aligned with the country's priorities and lead to the desired development impact.

In this regard, Albania is proud and happy to have had a first hand experience. What five years ago started as a timid idea for remedy to the fragmentation, lack of relevance and of impact of the work of the UN at the country level, has quickly become a serious enterprise to build into a solid path of reform: Delivering as One was the right approach. It was about bringing change into how UN acts, interacts and delivers at the country level and, indeed change it brought! It was entirely based on the good will by the governments who entered it voluntarily, the donors that brought financial support and the UN country teams that stood behind and invested into the process.

The ambition of the Delivering as One was first a drive for change at the country level while opting for a larger impact at the systemic level where challenges are far more numerous and complex. For the latter change to take its due course, the headquarters mechanisms of the UN system as a whole and those of the different agencies must synchronize to the mechanisms of coordination at the country level. They must start by delegating power and decentralize to the best extent possible so that planning, programming and implementation at the country level goes as independently and smoothly possible.

Mr. Chairman,

There were 8 countries in 2007 in voluntarily applying the Delivering as One approach. There are four times more today covering the widest possible representation of the UN membership in every important aspect related to size, population, political system or model of economy. The DaO experience in these countries has been looked at closely and the independent evaluation has brought the necessary light. It is now the moment for the entire UN membership to support this process for the very simple reason, that what has worked to such different contexts is applicable and can work elsewhere as well. DaO is after all a commitment to accountability for more transparency and better value for money at the country level under government leadership.

We know that what was the experimental phase of the Delivering as One is over by now. The process as we know it today comprises the six Ones as clearly stipulated at the outcome document of the Tirana Conference. As we have seen it in practice, DaO is not a compilation of any strict formula of theoretical concepts around the Ones. While based on a concept of a coordinated behavior and action, it functions with the necessary flexibility to focus on one or more of the Ones in accordance with the country's needs, requirements and specificities. A well functioning country team with clear lines of horizontal and vertical accountability, well designed coordination mechanisms and - condition sine qua non - equipped with the necessary Standard Operational Procedures - are prerequisites that the UN system must be ready to abide by. An empowered resident coordinator, representing the entire system, valued for his/her

performance, with delegated attributions of leadership and accountability at the country level is what the UN CT needs to properly function. Full implementation of the Management and Accountability System, as endorsed at the Heads' Executives level must not be an option anymore.

Mr. Chairman,

Support for the DaO process must be one of the goals of this QCPR. We feel very encouraged by very clear words of support to the process we heard this morning by many speakers and the need to further build upon. We are nevertheless aware that at this stage other countries still need to be convinced of the benefits of the process as we have been through. As we look forward to deliberations and the results of the Policy Review, let's make sure we are planting the necessary seeds for the indispensable reform of the development activities system in this direction, first by making Delivering as One a ready-to-go and easy-to-implement process, should a country ask for it. The Outcome Document of the Tirana Conference has clearly defined the toolbox of the process. We must ensure that all UN members have the necessary knowledge and the opportunity to apply it if they so wish. And, more importantly, we must make sure the UN system is clearly told in which way they must deliver in the next four years. We believe the Delivering as One path is the right one as we are convinced that, with time, it should become the new way the UN delivers development assistance.

Thank you.